



Children and Young People Scrutiny Panel

22 November 2023

Report title	Transforming Children's Services Programme 2022-23 Annual Report	
Cabinet member with lead responsibility	Councillor Chris Burden - Children and Young People	
Wards affected	All	
Accountable director	Alison Hinds, Director Children's Services	
Originating service	Children's Services	
Accountable employee(s)	Andrew Wolverson Tel Email	Deputy Director Commissioning and Transformation 01902 555550 Andrew.wolverson@wolverhampton.gov.uk
Report to be/has been considered by	Families Joint Leadership Team Councillor Briefing CYP Scrutiny Panel	21 September 2023 29 September 2023 22 November 2023

Recommendation(s) for action or decision:

The Scrutiny Panel is recommended to:

1. Review and comment on the content of the Transforming Children's Services Programme 2022-23 Annual Report.
2. Receive the 2023-24 Annual Report in October 2024.

Recommendations for noting:

The Scrutiny Panel is asked to note:

1. The achievements and successes for this reporting year against programme outcomes.
2. The priorities for the next reporting year 2023-24

1.0 Purpose

- 1.1 The purpose of this report is to provide the Children and Young People Scrutiny Panel with an overview of the Transforming Children's Services Programme 2022-23 Annual Report (see appendix 1) including key achievements, progress against outcomes and priorities for the next reporting year.

2.0 Background

- 2.1 This 2022-23 Annual Report is the third for the Transforming Children's Services Programme (TCSP).
- 2.2 TCSP is a programme made up of a collection of projects set out to achieve objectives that contribute to one or more programme outcomes.
- 2.3 Each project under the programme is carefully scoped to ensure it aligns to the vision for transformation and most importantly, that our projects positively impact the lives of children, young people, and families across the city.
- 2.4 In late 2020, TCSP went through a full programme refresh which resulted in an updated and repurposed TCSP Mandate setting out a clear vision, measurable outcomes, and a detailed programme business case – all approved and owned by its programme Board. Using these key documents as the basis for all future planning, TCSP produced its first Annual Report in 2021 (covering the period April 2020 to March 2021) and second in 2022 (covering the period April 2021-22) both evidencing the impact and progress projects under the programme were making against eight agreed outcomes. This report was presented to the Children and Young People Scrutiny Panel in September 2021 and again in October 2022.
- 2.5 TCSP continues to mature as a programme with robust governance and accountability throughout. The programme will be led going forward by the Director of Children's Services (DCS) following the departure of the Exec Director for Families, with the now DCS having been a member of the transformation board since inception in 2016 offering stability and consistency. The programme remains focussed on outcomes with priorities that contribute to City of Wolverhampton Council's (CWC) corporate vision through a One Council approach.
- 2.6 The 2022-23 Annual Report documents the transformation journey of Children's Services reflecting on key achievements. The aim of the report is to continue showcasing the innovative work that TCSP projects deliver improving the lives of children, young people and families across Wolverhampton.

3.0 Progress

- 3.1 TCSP has seen many more great successes across all its projects.

- 3.2 Captured in this year's report is an assurance section evidencing how, over the past 12-months, TCSP has responded to recommendations from a 2022 health-check of quality, and compliance of its projects against corporate project methodology standards and a Mandate review. The outcome of the health check indicated that recommendations have been progressed as expected along with the TCSP Mandate remaining outcomes focussed. A bi-annual health check is to be scheduled.
- 3.4. The TCSP Board continue to be committed to transformation through regular discussion at leadership meetings and through its Children and Young People Performance meetings. The governance of TCSP has also shifted into portfolio governance arrangements recognising the growth of the Families theme over the past year from Children, Adults and Education to now include Public Health, Skills and Employment and Adult Education. Families Joint Leadership Team (JLT) will function as the Portfolio Governance Board and hold strategic matrix assurance functions with TCSP accountable to this forum going forward. This will enable collaboration and joint working within Families and beyond.
- 3.5. The board continue to regularly hear back how closed projects have continued to realise benefits for services as well as opportunity for the Board to consider if new transformation opportunities present through it's post project closure processes.
- 3.3 The report includes positive testament to transformation from the Senior Responsible Owner (SRO) via an appraisal which also captures praise for successful delivery of projects alongside reflection on what will be the likely priorities over the coming year with a key feature of this being reform through the Families First for Children (FFCP) Pathfinder.
- 3.4 TCSP has eight agreed outcomes with measures against each one. Every project that is scoped under the programme is aligned to these outcomes. Successes this year include:
- 3.4.1 The continuation of the TCSP communications plan which this year has reached over 30,000 people through internal stakeholder briefings, City People articles and external social media posts.
- 3.4.2 Launch of the SEND Newsletter to professionals and parents.
- 3.4.3 HeadStart 'Our Journey Event' which saw 200 people - young people, community providers, schools, and other beneficiaries, come together to celebrate the successes of the phase 3 programme.
- 3.4.5 Launch of the Family Hubs and Start for Life Transformation Programme - a £3.7 million programme that will create an accessible Family Hub community network offering family services support from several sectors including health, voluntary and social care with ensuring 'the best start for life' at its core.

- 3.4.6 Successful closure and transition to business as usual of the Transformation of Traded Services project - £300,000 of debt recovered, no new debt accrued since the launch of the integrated portal with trading through the life of the project closing at £5.2 million.
 - 3.4.7 Initiation of the first cross cutting project - the Families Front Door which will bring together a coordinated children's, adult, and education single point of contact into services.
 - 3.4.8 Full training roll out of Graduated Response, an early help toolkit for professionals working with children who have identified or non-identified additional learning needs and guidance on applying it in their education setting.
 - 3.4.9 Reaching the Supporting Families target of 453 payments by results.
 - 3.4.10 400 professionals trained in the first six months of Family Hubs and Start for Life Transformation programme.
 - 3.4.11 Successful closure of SWIS project and transition to business as usual with key learning focused on improved relationships with schools, better links to early help workers and earlier identification and de-escalation of need in a school setting before reaching a statutory threshold.
 - 3.4.12 The City's first SEND Careers Fair attended by almost 450 students and teachers.
 - 3.4.13 Launch of the Vulnerability Matrix, a framework that will enable richer data analysis of schools and vulnerable children by considering multiple risk factors so that earlier, more targeted support to vulnerable learners can be put in place.
 - 3.4.14 Initiation of the Future Steps project aimed at establishing a specialist team who will work with vulnerable mothers and partners to prevent repeat pregnancies where a child has a previously been removed and admitted into care. This project will improve outcomes for this cohort of parents and will contribute to cost avoidance for the service.
 - 3.4.15 Initiation of the Creating Family Homes for Children in Care project that will see two council owned children's homes open in the area offering a temporary home from home environment for the most vulnerable children in the city – keeping them close to their friends, family, school and surrounded by specialist needs based support.
- 3.5 Finally, the Annual Report concludes with how the team and the Board have responded to the priorities we set ourselves in 2022 and that for 2023-24, there will be a focus on our corporate principles: climate conscious, driven by digital and fair and equal as well as delivery of the ongoing programme, particularly when projects are grant funded and providing funder assurance is of benefit.

4.0 Questions for Scrutiny to consider.

4.1 There are no further questions for the Scrutiny Panel to consider outside of the recommendations.

5.0 Financial implications

5.1 There are no direct financial implications of this report and the financial impact of projects within TCSP are discussed within the attached report. Any costs as a result of the attached report are met from the existing budgets attached to each individual projects.

[JB/29102023/A]

6.0 Legal implications

6.1 There are no legal implications in the context of this report.

[TC/24102023/A]

7.0 Equalities implications

7.1 TCSP remains committed to equalities, diversity, and inclusion. Each project agreed under the programme, and in accordance with the corporate project management methodology, must complete an Equalities Impact Assessment (EIA) which goes on to be presented at a Project Assurance Group (of which Equalities colleagues are a member of).

6.2 An EIA will define the impact of project objectives in the context of protected characteristics.

6.3 An EIA at a programme level is not mandated corporately but is driven by the EIA plan within the service.

7.0 Climate change and environmental implications

7.1 There are no climate change or environmental implications arising from the recommendations in this this report.

8.0 Health and Wellbeing Implications

8.1 There are no health and wellbeing implications arising from the recommendations in this this report.

9.0 Human resources implications

9.1 There are no human resources implications arising from the recommendations in this this report.

10.0 Corporate Landlord implications

10.1 There are no Corporate Landlord implications arising from the recommendations in this this report.

11.0 Covid Implications

11.1 There are no Covid implications arising from the recommendations in this this report.

12.0 Schedule of background papers

12.1 TCSP Annual Report 2022-23

12.2 TCSP Annual Report 2022-23 Supporting Presentation